



RED RIVER ARMY DEPOT

Who We Are

Supporting the joint combatant commander through lean manufacturing processes and relevant technologies, Red River Army Depot is an ISO 9002 registered industrial complex providing responsive and innovative solutions for the Department of Defense (DoD) in repair, overhaul, recapitalization, remanufacture, and conversion of combat systems and tactical vehicles. Recognized as the Center of Industrial and Technical Excellence for the Bradley Fighting Vehicle System, Multiple Launch Rocket System carriers, Tactical Wheeled Vehicles, rubber products, and Patriot missile, RRAD is a strategic asset and essential element of Army transformation.

The Depot operates in approximately 600,000 sq-ft of production space for core maintenance operations situated on more than 18,000 acres in northeast Texas. More than 4300 employees (including tenants) contribute to RRAD's and the DoD's success through their dedicated efforts.

What We Do

The depot's vast industrial complex has the capacity and capability to completely overhaul and remanufacture combat systems and tactical vehicles. The multi-function capability fully supports the ongoing joint transformation.

The mission flexibility and responsiveness of the workforce, equipment and facilities provides the depot a competitive edge within the defense industry. Additionally, personnel supporting the combat and tactical vehicle missions possess a wide-range of core skills that are essential to supporting the war fighter. As evidenced in recent operations (Global War on Terrorism & Operation Iraqi Freedom) RRAD quickly shifted effort to meet changing combatant commander requirements both on the industrial complex and by deploying teams world wide to improve near term readiness and provide for the long term sustainment of our combat and tactical fleets.

RRAD technical resources include the capability to design, fabricate, and manufacture a wide variety of items, from specialty parts to unique prototype weapon systems and vehicles.

Our Achievements

In less than 4 years of RRAD's lean transformation, significant results have been realized for our direct Customer, TACOM, and more importantly, the soldiers they are supporting. The majority of RRAD's lean transformation activities have been focused on;

- The HMMWV (High Mobility Multipurpose Wheeled Vehicle) recapitalization process,
- The HEMTT (Heavy Expanded Mobility Tactical Truck) recapitalization process,
- The SEE (Small Emplacement Excavator) vehicle

Results of these transformation efforts include, but are not limited to;

Productivity / Cost

HMMWV;	70 % improvement from 400 to 120 man-hrs / vehicle
HEMTT;	41 % improvement from 2003 to 1172 man-hrs / vehicle
SEE;	46 % improvement from 1600 to 870 man-hrs / vehicle

OVERALL: 52 % workload increase with only a 27 % increase in personnel

Delivery

HMMWV;	3900 % output increase from 3 to 120 vehicles / week Flow time decreased by 75% from 40 to 10 days
HEMTT;	260 % output increase from 5 to 18 vehicles / week Flow time decreased by 75 % from 120 to 30 days

Delivery (cont'd)

SEE; 220 % output increase from 5 to 16 vehicles / week
Flow time decreased by 51 % from 70 to 34 days

Safety

Recordable accidents:	Reduced by 88 % from 80 to 10
OSHA Rating:	Reduced by 42 % from 8.32 to 4.82
Lost time accident rate:	Reduced from 88 % from 4.37 to 0.54

Quality

Improved Customer Service Rate raised 89.3 to 99.7.

Our People

The Red River workforce is the core of the Depot's success. One of the primary mechanisms for engaging the power of this workforce is through the Rapid Improvement Process which has been at the core of RRAD's lean transformation. To date, over 65 % of the workforce has participated in at least one RIE team.

As part of its commitment to lean, RRAD has allocated 16 full-time positions to the lean core team. 10 additional positions are staffed by employees on a 120 day rotational basis. These individuals work full-time leading RIEs, training the lean principles and leaning the value streams in their continuous improvement journey.

Our Partnering

Public-Private partnerships are essential to Army transformation. RRAD proactively seeks industrial partners and has successfully negotiated over 21 teaming and partnering arrangements. These relationships leverage the strengths of both parties and ultimately do result in a better quality and lower priced product for the war fighter.

Our Awards

Through its performance, RRAD had earned numerous external awards and recognition including;

- First Army Depot to receive ISO 9001:2000 certification in 2002
- TACOM Center of Industrial and Technical Excellence for Tactical Wheeled Vehicles, Bradley Fighting Vehicle Systems and Multiple Launch Rocket Systems
- RRAD has the only DoD capability for remanufacture of road wheel and track vehicle systems.
- RRAD has the only DoD capability for recertification of Patriot and HAWK missiles. The depot operates and staffs several recertification facilities at various sites throughout the world.

Our Lean Journey

RRAD began its Lean Transformation journey in March 2002. With their enterprise transformation partner, Simpler Consulting, RRAD conducted numerous Enterprise level and Product level Value Stream Analyses were conducted to identify and future state targets for the business. Using week-long Rapid Improvement Events to implement the action plan, originally at a 1 team/week pace and accelerating to a 3-4 team / week pace, RRAD has driven the previously noted results, and equally importantly, developed an imbedded Continuous Improvement culture with all its members.

For additional information, please contact;

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